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ABSTRACT

The Western Iowa Tech Community College's (WITCC's) Strategic Plan 2000-2003 is the result of a year-long process in three distinct phases. The first phase was an assessment of the 1998-2000 Strategic Plan. The second phase had staff and faculty identify issues perceived as critical to the future of the college. During the third phase, objectives and strategies for each goal were developed. This plan outlines 25 goals grouped into 5 common themes of college operations: Enrollment Growth and Student Services; Governance and Ethics; Academic Community, Curriculum, and Instructional Technology; Fiscal Management, Resource Development, and Facilities; and Global Citizenship and Educational Partnerships. Specific goals include: (1) developing and implementing a plan and systems for managed enrollment growth for the next three years; (2) strengthening the tradition of local control for community colleges through cooperative efforts among regional community college boards; (3) developing an academic community among students, faculty, and staff; (4) expanding community education with an emphasis on community education opportunities in rural communities and at rural campuses; and (5) increasing financial support through the development of new sources of funding. This plan also discusses the college's background and presents accreditation criteria. (JA)

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ED 451 844

Strategic Plan: 2000-2003

Western Iowa Tech Community College

May 1, 2000

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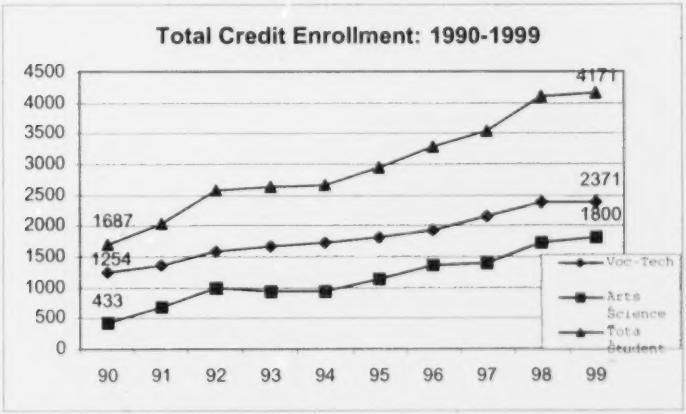
Strategic Plan: 2000-2003
Western Iowa Tech Community College

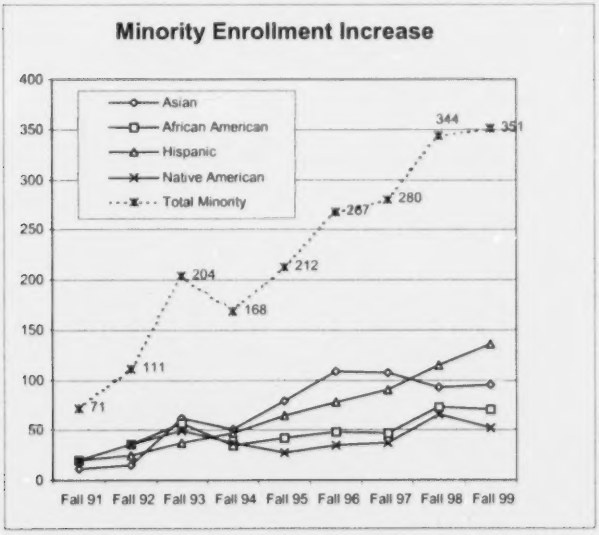
Introduction

Western Iowa Tech Community College (WITCC) is a public, comprehensive community college serving a six-county district in northwest Iowa. With the main campus located in Sioux City, Iowa, the College also operates campuses in Cherokee and Denison, and attendance centers in Le Mars, Mapleton, Ida Grove and at the Southern Hills Mall in Sioux City. Founded in 1966, the College thrived for its first 20 years as a vocational/technical institution, adding liberal arts to the curriculum in 1987. Today the College offers more than 60 occupational programs and a wide variety of liberal arts transfer options.



Enrollment. Total enrollment reported by the College includes a variety of programs and services. The Fiscal 99 summary shows an unduplicated headcount of 5,792 enrolled for college credit, including full- and part-time, and a non-credit enrollment of 35,993. Offerings range from contract training for business to high school completion/GED. In the latter, the College graduated the largest "high school" class in the area last year through its completion program.

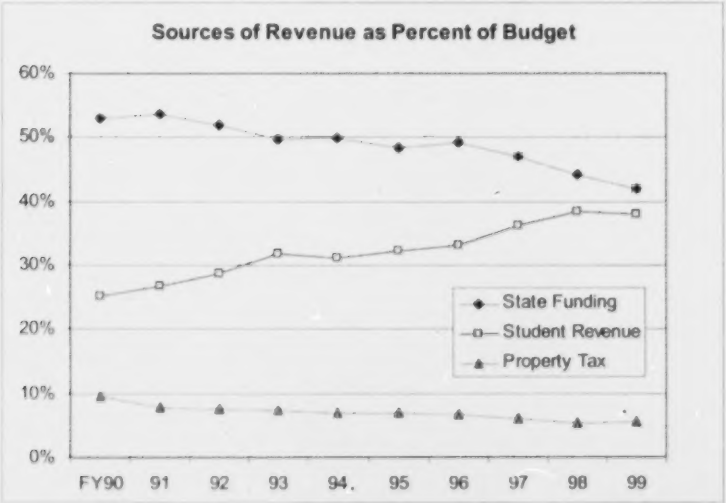
Credit Enrollment. In the Fall of 1999 credit enrollment was 4,171. About 351 of those students are ethnic minorities: Asian, African American, Hispanic, and Native American. The increase in minority enrollment since 1991(494 percent) reflects a corresponding increase in the minority population of the Standard Metropolitan Statistical Area. For example, from 1990 –1996, 26% of the local population growth was the result of foreign migration, many attracted to jobs in the meat packing industry.



Partnerships. Beginning in 1990-91 the College entered into partnerships with clusters of secondary schools. Known as the League of Schools, these consortia offer college credit liberal arts and vocational classes to secondary

students. During fiscal 1999 approximately 1,000 students were enrolled in courses offered through the League and Post Secondary Enrollment Options.

Graduates. Most WITCC graduates are employed in Iowa, with over 700 different Iowa companies as employers, according to Placement Office reports. The placement report of October 1999 shows that 96 percent of the 1998-99 graduates live and work in Iowa, Nebraska, and South Dakota. Of 612 graduates, 546 earned vocational-technical degrees and 66 received an Arts and Sciences degree.



Economic Development. Economic development is considered a major part of the College mission in terms of developing a world class workforce, of providing training for new and existing workers, and of financial support for job creation within the College district. The most dramatic results are reported from the Industrial New Jobs Training program which has generated more

than $24,000,000, allowing training for over 7,000 employees since it was established in 1983. The Iowa Jobs Training program has generated more than $1,000,000 in funds to provide training to an additional 4,000 workers.

Financial Resources. Operating revenues come primarily from state appropriations, tuition and fees, and property tax. Over the past five years, the ratios of those revenues have shifted. State appropriations, as a percentage of total budget, have decreased; property tax revenues have decreased; and student tuition has increased. In response, the College has initiated a scholarship fundraising program to help maintain accessible, affordable education for its students. On the expense side, the majority of College expenditures is for salaries and benefits, particularly instructional salaries.

College Operating Budget: Fiscal 1999

Source		Revenue	Source		Expenditures
State Funding	42%	$7,880,513	Instruction	57%	10,611,095
Student Revenue	38%	7,138,271	Student Support	8%	1,499,801
Property Tax	6%	1,030,156	Administration	7%	1,349,821
Other	15%	2,740,842	General Institution	19%	3,599,523
			Physical Plant	9%	1,687,276
		$18,789,782			$18,747,518

Planning Process

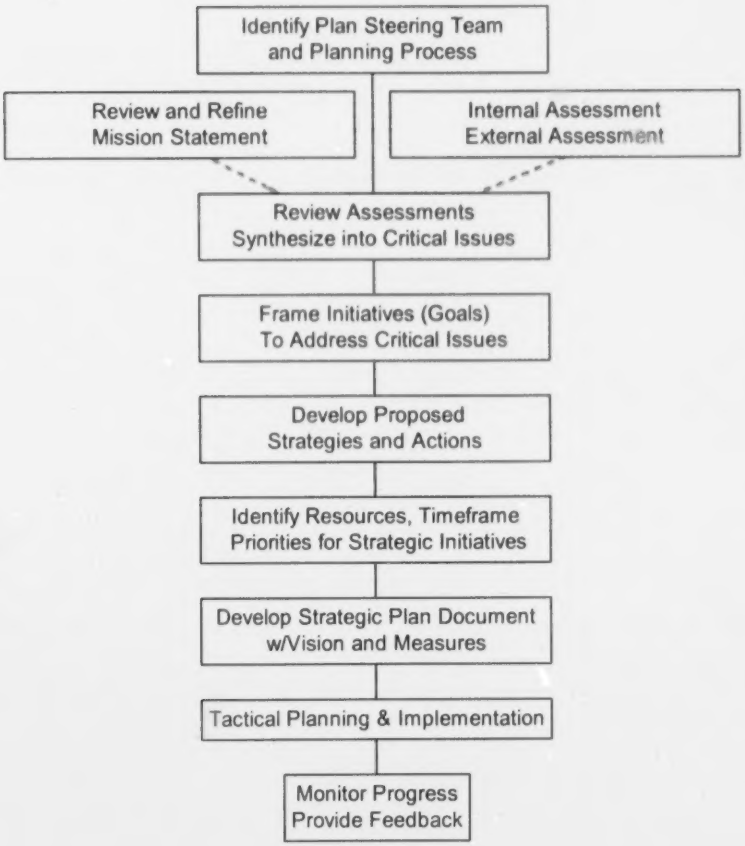
Institutional planning, which culminates in a written strategic plan, is a tool for insuring that future initiatives, programs, activities and expenditures are undertaken in a responsible, thoughtful manner. The Strategic Plan is also a principal tool for demonstrating accountability.

Prior to 1993, planning at WITCC was guided by consultants, with limited staff ownership of either the process or the product. In response to recommendations from the North Central Association of Colleges and Schools (NCA), the College began its first entirely internal planning effort in 1993. This planning document represents the integration of planning activities that have involved all Western Iowa Tech Community College employees and the Board of Directors.

Timeframe. The Strategic Plan 2000-2003 is the result of a year-long process in three distinct phases. **The first phase** was an assessment of the 1998-2000 Strategic Plan with an evaluative report published in the Fall of 1999. *The Strategic Plan Report* described the outcomes and accomplishments of the initiatives of the 1998-2000 Strategic Plan. The report was compiled with the assistance of many employees at the college, and it represents the first time a summary report has been published. This report includes the topic areas, goals and strategies as presented in the original plan, followed by a brief narrative of accomplishments.

Detailed reports submitted by individual departments show that all of the strategies were addressed by activities, the majority of which were completed as anticipated. As a summary report, however, this document compresses those detailed reports into several pages. A detailed report would show that approximately eighty percent of the strategies were completed, while the remainder were partially completed. Several of the those goals were continued in the new planning cycle.

Strategic Planning Process
Western Iowa Tech Community College


Identify Plan Steering Team and Planning Process
Review and Refine Mission Statement
Internal Assessment External Assessment
Review Assessments Synthesize into Critical Issues
Frame Initiatives (Goals) To Address Critical Issues
Develop Proposed Strategies and Actions
Identify Resources, Timeframe Priorities for Strategic Initiatives
Develop Strategic Plan Document w/Vision and Measures
Tactical Planning & Implementation
Monitor Progress Provide Feedback

The second phase began in the Summer of 1999 with staff and faculty identifying issues perceived as critical to the future of the College. From a review of these issues, goal statements were developed and submitted to the WITCC Board of Directors and approved in December of 1999. The **third phase** began in January of 2000 with the development of objectives and strategies for each goal. Again, this was a participatory process involving staff and faculty, although members of the Executive Council were assigned responsibility for individual goals. Additional efforts have continued to align the planning cycle with the annual cycle of decisions related to budgeting, staffing, and administrative structure decisions.

Goals & Categories. This plan contains 25 goals grouped into five common themes of college operations: Enrollment Growth and Student Services; Governance and Ethics; Academic Community, Curriculum, and Instructional Technology; Fiscal Management, Resource Development, and Facilities; Global Citizenship and Educational Partnerships. In comparison, the 1998-2000 Plan was grouped into fifteen categories to represent major themes.

Terminology. The terms used in WITCC planning now include Goals, Objectives, and Strategies.

Goal. Major statement of direction, oriented toward a milestone that has at least a two-year horizon.

Objective. A statement that describes an outcome, what needs to be accomplished to realize a *Goal*, usually within a timeframe of one year. Objectives are usually time-bound, with identifiable due dates, and measurable.

Strategy. Specific operational activities which form the building blocks used to accomplish objectives.

Plan Features

Participation. A significant—though sometimes overlooked—component of this planning process was extensive staff participation. Input was solicited from all administrative and support units, usually along departmental or functional lines, and this was complemented by input from groups that are separate from the regular organizational structure (Western Iowa Tech Community College Education Association, Board of Directors, for example). The process for soliciting input varied by group. In some cases, discussions were structured around a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), some around discussions of critical issues, and yet others around the development of the assessment process (five-column models).

In most instances, the ideas submitted included recommendations about objectives, strategies, activities, and performance measures. Where there was overlap, that was viewed as a validation of the recommendations presented. Also noted was that a number of the recommendations reflected a commitment to quality education and an emphasis on student and staff development. This commitment permeates the issues identified by different groups, even though they may have different agendas.

Feedback. Feedback during the planning process involved face-to-face communications with stakeholders, supplemented by electronic communications (email). Feedback was used not only to validate meaning but also to assure staff and faculty that their ideas were considered in the development of the planning document.

Relationships. The Mission Statement of the college provides a statement of purpose. The Strategic Plan is an expansion of that vision, showing how the mission will be accomplished. The Mission Statement is included in this document (page 6). The Accreditation Criteria of the North Central Association

of Colleges and Schools are measures of educational and institutional quality. Those criteria are also included for reference (pp. 6-7). As with the previous plan, the relationships between individual goals and the Mission Statement and the NCA Criteria are indicated in the text.

In addition, several other initiatives serve to complement and strengthen college planning efforts. The College expects insights and improvements from the NCA Self-Study, and the Outcomes Assessment process provides departments with short-term focused goals for improving student learning and services to students and the public.

Research and concurrent initiatives. The Office of Institutional Research provided support and insight that was not available during previous planning efforts. Specifically, this included an analysis of the Student Satisfaction Inventory, a Community Opinion Survey, and an Employer Survey. In a like manner, the recent NCA Employee Survey will contribute to on-going planning efforts.

Finally, WITCC recognizes that the challenge of planning is to make it a general and continuous activity, one that is integrated into many of the shorter-term routine processes. This plan will be strengthened by ongoing efforts of the college personnel to adapt to changing and challenging environments. Even with the publication of this Strategic Plan, staff have set aside a portion of the Fall Staff Development schedule for planning activities. In addition, staff are engaging community members in a focus group setting to clarify the role and potential for the Western Iowa Tech Community College in rural economic development. As before, program evaluators from industry have and will continue to participate in one and two-day workshops to review program objectives, content, and competencies; and internal teams will be formed around current issues (e.g., technology and campus-wide information).

Mission

As a comprehensive community college, our mission is to provide quality education and to economically enhance the communities we serve.

To accomplish the mission, the College will:

1.1 Provide post-secondary occupational education leading to diplomas, certificates, and the Associate of Applied Science degree.

1.2 Provide post-secondary general and transfer education leading to the Associate of Arts or Associate of Science degree.

1.3 Provide basic education for the improvement of academic skills and/or leading to a General Educational Development (GED) diploma.

1.4 Provide economic development programs and assistance.

1.5 Provide lifelong community and continuing education.

1.6 Develop partnerships with educational institutions, businesses, governmental agencies, and communities.

1.7 Develop programs for participation in the global economy.

1.8 Provide student development services to improve the academic success of our diverse student population.

1.9 Provide opportunities for our students to participate in leadership development and in community, social, and recreational activities.

1.10 Maintain a learning and working environment that is safe, clean, and comfortable.

1.11 Provide student and employee support services to operate the College.

Values and Guiding Principles

2.1 ***Student Learning.*** *We value the personal, intellectual, and occupational growth of our students.*

2.2 ***Quality.*** *We are committed to quality instruction and services to maximize student success and employer satisfaction.*

2.3 ***Access.*** *We provide access to the College by addressing student needs related to time, location, and cost.*

2.4 ***Diversity.*** *We respect individual differences and strive to meet the needs in our diverse communities.*

2.5 ***Lifelong Learning.*** *We promote lifelong learning for personal and professional development.*

2.6 ***Academic Freedom.*** *We are dedicated to the free exchange of ideas and information which promotes our growth as an educational institution.*

2.7 ***Shared Governance.*** *We believe in shared governance and encourage our employees and students to contribute to the development of the College.*

2.8 ***Efficiency and Effectiveness.*** *We are committed to continuous improvement and fiscal responsibility within our educational programs and College services.*

2.9 ***Dedication.*** *We value a workplace which promotes mutual respect and cooperation between the College and the employees.*

2.10 ***Professional Integrity.*** *We are committed to high standards of ethics and integrity in our relationships, our professional activities, and the performance of our duties.*

NCA Criteria for Accreditation

1 **Criterion 1. The institution has clear and publicly stated purposes consistent with its mission and appropriate to an institution of higher education.**

1.1 long- and short-range institutional and educational goals.

1.2 processes, involving its constituencies, through which the institution evaluates its purposes.

1.3 decision-making processes that are appropriate to its stated mission and purposes.

1.4 understanding of the stated purposes by institutional constituencies.

1.5 efforts to keep the public informed of its institutional and educational goals through documents such as the catalog and program brochures.

1.6 support for freedom of inquiry for faculty and students.

1.7 institutional commitment to excellence in both the teaching provided by faculty and the learning expected of students.

2 **Criterion 2. The institution has effectively organized the human, financial, and physical resources necessary to accomplish its purposes.**

2.1 governance by a board consisting of informed people who understand their responsibilities, function in accordance with stated board policies, and have the resolve necessary to preserve the institution's integrity.

2.2 effective administration through well-defined and understood organizational structures, policies, and procedures.

2.3 qualified and experienced administrative personnel who oversee institutional activities and exercise appropriate responsibility for them.

2.4 systems of governance that provide dependable information to the institution's constituencies and, as appropriate, involve them in the decision-making processes.

2.5 faculty with educational credentials that testify to appropriate preparation for the courses they teach.

2.6 a sufficient number of students enrolled to meet the institution's stated educational purposes.

2.7 provision of services that afford all admitted students the opportunity to succeed.

2.8 a physical plant that supports effective teaching and learning.

2.9 conscientious efforts to provide students with a safe and healthy environment.

2.10 academic resources and equipment (e.g., libraries, electronic services and products, learning resource centers, laboratories and studios, computers) adequate to support the institution's purposes.

2.11 a pattern of financial expenditures that shows the commitment to provide both the environment and the human resources necessary for effective teaching and learning.

2.12 management of financial resources to maximize the institution's capability to meet its purposes.

Criterion 3. The institution is accomplishing its educational and other purposes.

3.1 educational programs appropriate to an institution of higher education:

3.1.1 courses of study in the academic programs that are clearly defined, coherent, and intellectually rigorous;

3.1.2 programs that include courses and/or activities whose purpose is to stimulate the examination and understanding of personal, social, and civic values;

3.1.3 programs that require of the faculty and students (as appropriate to the level of the educational program) the use of scholarship and/or the participation in research as part of the programs;

3.1.4 programs that require intellectual interaction between student and faculty and encourage it between student and student.

3.2 assessment of appropriate student academic achievement in all its programs, documenting:

3.2.1 proficiency in skills and competencies essential for all college-educated adults;

3.2.2 completion of an identifiable and coherent undergraduate level general education component; and

3.2.3 mastery of the level of knowledge appropriate to the degree granted.

3.2.4 control by the institution's faculty of evaluation of student learning and granting of academic credit.

3.3 graduate programs that...(not applicable to a community college).

3.4 transcripts that accurately reflect student learning and follow commonly accepted practices.

3.5 effective teaching that characterizes its courses and academic programs.

3.6 ongoing support for professional development for faculty, staff, and administrators.

3.7 student services that effectively support the institution's purposes.

3.8 staff and faculty service that contributes to the institution's effectiveness.

3.9 if appropriate:

3.9.1 evidence of support for the stated commitment to basic and applied research through provision of sufficient human, financial, and physical resources to produce effective research;

3.9.2 evidence of support for the stated commitment to the fine and creative arts through provision of sufficient human, financial, and physical resources to produce creative endeavors and activities;

3.9.3 evidence of effective delivery of educational and other services to its community;

3.9.4 evidence of development and offering of effective courses and programs to meet the needs of its sponsoring organization and other special constituencies.

4 Criterion 4. The institution can continue to accomplish its purposes and strengthen its educational effectiveness.

4.1 a current resource base--financial, physical, and human--that positions the institution for the future.

4.2 decision-making processes with tested capability of responding effectively to anticipated and unanticipated challenges to the institution.

4.3 structured assessment processes that are continuous, that involve a variety of institutional constituencies, and that provide meaningful and useful information to the planning processes as well as to students, faculty, and administration.

4.4 plans as well as ongoing, effective planning processes necessary to the institution's continuance.

4.5 clear identification of how the institution can strengthen its educational programs;

4.6 resources organized and allocated to support its plans for strengthening both the institution and its programs.

5 Criterion 5. The institution demonstrates integrity in its practices and relationships.

5.1 student, faculty, and staff handbooks that describe various institutional relationships with those constituencies, including appropriate grievance procedures.

5.2 policies and practices for the resolution of internal disputes within the institution's constituency.

5.3 policies and practices consistent with its mission related to equity of treatment, nondiscrimination, affirmative action, and other means of enhancing access to education and the building of a diverse educational community.

5.4 institutional publications, statements, and advertising that describe accurately and fairly the institution, its operations, and its programs.

5.5 relationships with other institutions of higher education conducted ethically and responsibly.

5.6 appropriate support for resources shared with other institutions.

5.7 policies and procedures regarding institutional relationships with and responsibility for intercollegiate athletics, student associations, and subsidiary or related business enterprises.

5.8 oversight processes for monitoring contractual arrangements with government, industry, and other organizations.

Enrollment Growth & Student Services

	Mission	NCA Criteria	Responsible
1 Goal. Develop and implement a plan and systems for managed enrollment growth for the next three years.	1.1, 1.2, 1.3, 1.5, 1.11, 2.2, 2.3.*	1.1, 1.5, 2.2, 2.6, 4.1. 4.2, 4.4, 5.4. †	Rants ‡
1.1 OBJECTIVE. Set a three year goal for student enrollment which is consistent with the capacity and resources to provide quality service to students.			
Strategy. Develop an enrollment funnel to track conversion rates from inquiry to prospect to applicant to enrolled student.			
Strategy. Identify new market areas and develop a plan to recruit in at least two new areas.			
Strategy. Edit and distribute an electronic newsletter (e-newsletter) quarterly to educate campus community about recruitment and retention issues.			
1.2 OBJECTIVE. Develop and implement new systems that will provide more flexibility for enrollment growth.			
Strategy. Establish quarterly meetings between Registration and Business Services personnel to promote systematic registration processes for non-credit courses.			
Strategy. Install a customer service kiosk in Enrollment Services to provide computer assisted enrollment services to students.			
1.3 OBJECTIVE. Increase emphasis and commitment to program specific marketing and emphasize services and benefits to students.			
Strategy. Develop program area brochures to use in the recruitment process.			
Strategy. Expand the marketing of programs that can be completed in the evening.			

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* **Mission.** Goals are cross-referenced to items in the Mission Statement as listed on page 6.

† **NCA Criteria.** Relationships between the Goal statements and NCA accreditation criteria are indicated in a column. The numbers referenced are included under the section titled NCA Criteria (page 7).

‡ **Responsible.** Refers to the Executive Council member who is responsible for implementing a specific goal. Christofferson = Dr. Marc Christofferson, Executive Director Business Services; Dunker = Dr. Robert Dunker, President; Fick = Dr. Verlyn Fick, Interim Dean of Instruction; Jasman = Troy Jasman, Executive Director, CFO Business Operations; Kurtz = Michael Kurtz, Executive Director, Information Technologies; Letcher = Dr. Duane Letcher, Executive Vice President; Rants = Dr. Carolyn Rants, Executive Director, Enrollment Services; Weihe = Dr. Lois Weihe, Vice President, Student Development; Stoik = Julie Stoik, Director – Title III Project & Employee Development;

	Mission	NCA Criteria	Responsible
1.4 Objective. Develop and implement a plan to improve student retention at all campuses and centers.			
Strategy. Gather retention statistics for the past 3 years. Identify student subgroups which have less than 50% retention from fall to fall or from fall to spring.			
Strategy. Organize a cross-campus committee to review retention data and identify target areas.			
Strategy. Implement action steps to increase retention of students by 1% in targeted groups each year.			
2 Goal. Improve access to the College by delivering all college support services through the Internet.	1.11, 2.3, 2.8	1.1, 2.10, 3.7, 3.8, 3.9.3, 4.1.	Kurtz
2.1 Objective. Develop the procedures to provide the appropriate enrollment services for students who engage in distance learning.			
Strategy. Establish the Web Task Force as a cross-functional team to research and strategize a plan to provide College instruction and services on the Web.			
Strategy. Utilize the Web Task Force to facilitate the College web plan's operation.			
Strategy. Create a '24 x 7' technical support structure for staff and students.			
Strategy. Create a centralized point to collaborate internet efforts.			
3 Goal. Institutionalize college-wide process for advising students.	1.8, 2.2, 2.3, 2.8	2.7, 3.7, 3.8.	Weihe
3.1 Objective. Design, pilot and evaluate a Registration Day that is organized around instructional programs during the Summer 2000.			
Strategy. Set target dates for completion of four summer registrations days.			
1. Health related occupation students: College Transfer.			
2. Business Occupations, Computer Science, Desktop Publishing, College Transfer.			
3. Construction Trades; College Transfer.			
4. Evening Summer Registration for all majors.			
3.2 Objective. Integrate academic advising center with the Placement/Transfer Center.			
Strategy. Assign a staff position to the Transfer Center to coordinate advising events and provide advising services and transfer information to students.			

	Mission	NCA Criteria	Responsible
4 Goal. Increase access and availability of remediation, including basic skill development and supplemental education offerings.	1.8, 1.11, 2.1, 2.2.	1.7, 2.7, 2.10, 3.2.1, 3.7, 4.3.	Weihe
4.1 Objective. Increase access and availability of basic skill developmental education offerings and supplemental education.			
Strategy. Purchase interactive software for developmental and supplemental instruction in writing.			
Strategy. Identify an area for students to receive supplemental and tutorial assistance with their writing assignments.			
4.2 Objective. Improve student retention rates, graduation rates, competence, and student achievement.			
Strategy. Implement an early alert system to identify and assist students at risk of failing.			
Strategy. Develop a tracking system to monitor within class retention, within term retention, and persistence to graduation.			
5 Goal. Assist students in obtaining financial resources for access to educational opportunities.	1.11, 2.2, 2.3, 2.8.	1.1, 2.12, 3.7, 4.6, 5.8.	Rants
5.1 Objective. Decrease loan application processing time.			
Strategy. Set up electronic loan processing in Colleague.			
5.2 Objective. Increase compliance with regulatory requirements.			
Strategy. Calculate refunds/ return of funds within five days.			
Strategy. Return unclaimed loan checks to lender within one week of the end of the 30-day hold period.			
5.3 Objective. Develop policies and procedures for implementing provisions of the Reauthorization of the Higher Education Act.			
Strategy. Write new policies to implement the changes.			
Strategy. Develop and distribute publications to students advising them of the new policies.			

	Mission	NCA Criteria	Responsible
Governance & Ethics			
6 Goal. Strengthen the tradition of local control for community colleges through cooperative efforts among regional community college boards.	1.6, 2.8.	1.2, 1.3, 1.4, 1.5, 2.1, 2.4, 5.5, 5.6.	Dunker
6.1 Objective. Propose new areas for partnership programs as an extension of the IACCT/IACCP Partnership Report (1999).			
Strategy. Define roles for board member participation in establishing partnerships.			
Strategy. Initiate planning meetings with IWCC, NICC, ILCC and ICCC to explore projects for sharing of resources and services such as staff development, shared credit and noncredit programming.			
6.2 Objective. Engage the WITCC Board of Directors with elected and community leaders on the positive aspects of local control.			
Strategy. Develop a proactive plan to inform the electorate on the benefits of local control.			
Strategy. Facilitate meetings with elected officials and community leaders to discuss governance issues.			
7 Goal. Educate the public and elected officials about the affordability and positive impact of education at community colleges.	1.6, 2.2, 2.8	1.2, 1.3, 1.4, 1.5, 2.4, 5.4.	Dunker
7.1 Objective. Assign staff to participate in and monitor the mandated statewide strategic planning initiative.			
Strategy. Increase communication about WITCC strategic planning with the Iowa Department of Education.			
7.2 Objective. Develop a community relations plan to shape public attitudes on issues that are essential to WITCC success and survival.			
Strategy. To engage the support of alumni; identify, communicate, and ask for action on selected issues.			
Strategy. To engage local elected officials; provide information about public policy issues and the impact of those issues on WITCC.			
Strategy. Provide information to high school counselors and teachers on the costs and benefits of education at community colleges.			

	Mission	NCA Criteria	Responsible
8 Goal. Promote ethical behavior and decision making among employees and students.	2.9, 2.10.	3.1.2, 3.6, 5.2, 5.3, 5.5.	Stoik

8.1 Objective. Provide professional development opportunities for staff on ethical right/right decision making.

Strategy. Create a committee to review 'ethics' programs that would be effective in promoting ethical behavior among our staff and students.

Strategy. Provide professional development opportunities on ethics during staff development days.

Strategy. Provide training and learning opportunities through the Student Senate and Employee Senate on ethical issues.

Academic Community, Curriculum, & Instructional Technology

9 Goal. Develop an academic community among students, faculty and staff.	1.1, 1.2, 1.3, 1.9, 2.1, 2.2, 2.5, 2.8.	1.1, 1.6, 1.7, 2.5, 2.11, 3.5, 3.6.	Fick

9.1 Objective. Enhance efforts to recruit and retain quality faculty and staff.

Strategy. Continue to use and enhance recently implemented recruitment strategies.

Strategy. Set attainable goals to make WITCC full-time faculty salaries more competitive.

Strategy. Establish a special fund to support professional development.

9.2 Objective. Establish a plan to support an appropriate balance between staffing provided by adjunct and full-time faculty.

Strategy. Establish more full-time teaching positions in areas with demonstrated need through student enrollments, diversification of the curriculum, new vocational programs, etc. (examples include Spanish, art, and philosophy).

9.3 Objective. Develop and support efforts by faculty to enhance teaching and learning.

Strategy. Establish a Dean's Faculty Advisory Committee.

Strategy. Design and support means for faculty to stay current in their discipline.

Strategy. Design a faculty development system that promotes a grassroots cross-disciplinary dialogue about teaching and learning.

Strategy. Expand 'brown bag' symposia to increase appreciation by faculty for disciplines other than their own.

	Mission	NCA Criteria	Responsible
9.4 Objective. Enhance efforts to promote and recognize the academic achievements of students. *Strategy. Establish an honors program.* *Strategy. Expand recognition of student achievement (Dean's List, Phi Theta Kappa, etc.)*			
10 Goal. Provide a framework for improving learning through processes that 1) continue to modify the curriculum and 2) improve instruction.	1.1, 1.2, 1.4, 1.5, 1.6, 2.2, 2.3, 2.5.	3.1, 3.2, 3.2.3, 4.3, 4.6.	Fick
10.1 Objective. Expand professional contacts/relationships of instructors to industry management. *Strategy. Develop a continuous process to identify business and industry needs in our region and tailor courses to fit those needs.* *Strategy. Strengthen the role of advisory boards.*			
10.2 Objective. Continue efforts to promote and diversify academic programs and services. *Strategy. Develop an on-going process for needs assessment in rural communities.* *Strategy. Assemble menu of potential rural campus programming.* *Strategy. Expand evening and weekend credit courses.*			
11 Goal. Provide support for academic perscnnel to make research and development a high priority for establishing new academic programs and to assist with marketing quality academics.	1.1, 2.3, 2.8	3.2.2, 3.2.3, 4.4.	Fick
11.1 Objective. Establish and implement a three-year plan for developing new academic programs, especially in the vocational/technical fields. *Strategy. Create new interdisciplinary programs from existing course offerings.* *Strategy. Re-establish and support the activities of a "Futures" committee.*			
11.2 Objective. Collaborate with Marketing and Enrollment Services to develop an annual marketing plan for each program. *Strategy. Utilize marketing activity matrix to enhance department marketing efforts.* *Strategy. Highlight academic programs on a quarterly basis.*			

	Mission	NCA Criteria	Responsible
12 Goal. Achieve and maintain a leadership status for applications of technologies that improve teaching and learning, disseminate knowledge, and improve access to knowledge resources.	1.11, 2.2, 2.3.	2.8, 2.10, 2.11, 3.6, 3.9.3, 4.1, 4.2, 4.4, 4.6.	Fick
12.1 Objective. Develop and implement a cohesive plan for delivering instruction via distance learning methods.			
Strategy. Develop a plan for distance education delivery, using ICN, Internet, and other emerging technologies.			
Strategy. Develop a clear, up-to-date policy regarding intellectual property rights that addresses concerns related to new delivery systems.			
12.2 Objective. Apply instructional technologies to all areas of the college to improve teaching and learning.			
Strategy. Upgrade classrooms by installing current instructional technology.			
Strategy. Collaborate with Title III Instructional Designer to enhance faculty use of technology.			
13 Goal. Enhance the implementation of the technology plan that supports vocational/technical education [Iowa code 260A.1, Section 24].	1.1, 2.7, 2.8.	2.2, 2.10, 2.11, 3.6, 4.1, 4.2.	Fick
13.1 Objective. Increase faculty input, feedback, and overall communication in the development of long range plans for technology usage.			
Strategy. Coordinate all funding streams for instructional and technology equipment through a campus-wide purchase committee.			
Strategy. Include an "early-adopter" faculty member on the equipment purchase committee.			
Community Outreach, Economic Development, & Workforce Development			
14 Goal. Expand community education with an emphasis on community education opportunities in rural communities and at rural campuses.	1.4, 1.5, 1.6, 2.3, 2.5.	1.1, 1.5, 2.5, 3.9.3, 3.9.4	Christofferson
14.1 Objective. Establish a WITCC branded distance education program for Business Services, creating a minimum of two courses per year for the next three years.			
Strategy. Develop Planet WIT WWW site.			

	Mission	NCA Criteria	Responsible
14.2 Objective. Establish a WITCC branded financial planning course for all ages.			
Strategy. Develop the "Money" course for WWW distribution.			
Strategy. Identify two organizations to host the course at their location.			
14.3 Objective. Develop a three-year marketing plan for noncredit courses.			
Strategy. Improve support and communication with Marketing Department and Enrollment Services personnel.			
Strategy. Establish a balance of full-time and part-time faculty to meet enrollments and develop curriculum.			
15 Goal. Help area businesses improve their productivity.	1.3, 1.4, 1.5, 1.6, 2.2, 2.3, 2.5, 2.8.	1.1, 3.1, 3.2.3, 3.5, 3.9.4	Christofferson
15.1 Objective. Develop the concept of a Corporate College to market and deliver training.			
Strategy. Develop marketing strategies to capitalize on corporate tuition reimbursement policies.			
Strategy. Transition promotional materials, WWW site, and other information to the Corporate College name.			
15.2 Objective. Deliver workplace literacy training, including ESL, to a minimum of five businesses during the next three years.			
Strategy. Target marketing communications and services by identifying businesses that can benefit from workplace literacy training.			
Strategy. Provide ESL information to Business Services staff and provide workplace literacy services to businesses in Merged Area XII communities.			
15.3 Objective. Provide businesses with local options for obtaining high-end computer training.			
Strategy. Submit grant proposals to underwrite the costs of three high-end computer courses.			
Strategy. Establish partnerships with one or more providers of the high-end computer courses.			
15.4 Objective. Provide environmental compliance training for area businesses.			
Strategy. Assess market needs to identify businesses most likely to need the services.			
Strategy. Underwrite start-up costs with grants or private funding.			
15.5 Objective. Develop a sustainable truck driver training program for CDL (A) and (B) licenses.			
Strategy. Incorporate material from the National Safety Council's defensive driving course.			
Strategy. Underwrite start-up costs with grants or private funding.			

	Mission	NCA Criteria	Responsible
15.6 Objective. Integrate business and industry labor recruiting processes into WITCC training/education processes. *Strategy. Invite selected businesses to proactively recruit potential employees in WITCC programs.* *Strategy. Focus on job market needs by developing a mechanism for periodic interaction between Business Services coordinators and Chamber of Commerce representatives.*			
16 Goal. Assist entrepreneurs in the WITCC Merged Area.	1.4, 1.6, 2.8.	1.7, 3.1, 3.2, 3.2.3, 3.9.4, 4.1, 4.6.	Christofferson
16.1 Objective. Encourage faculty and students to assist in research and design for local inventors. *Strategy. Promote the WITCC website for inventors.* *Strategy. Identify three potential projects.*			
17 Goal. Establish a tech-transfer capacity at the college to help area economic development activities.	1.4, 1.5, 1.6, 2.2, 2.5.	3.1, 3.9.3, 3.9.4, 4.1, 5.7.	Christofferson
17.1 Objective. Formulate a local partnership to fund a university focused tech-transfer program. *Strategy. Establish a Pappajohn Institute for Business Training at WITCC.* *Strategy. Identify and submit proposals for Department of Commerce funding.*			
17.2 Objective. Conduct a feasibility study of the ISO vertical research partnership concept. *Strategy. Explore partnership opportunities with CIRAS, IMEP, and ISUE regarding the virtual concept.*			
18 Goal. Incorporate Workforce Development services established in the Workforce Investment Act into the programs and services of the college.	1.3, 1.6, 1.8, 1.11, 2.1, 2.3, 2.4	1.5, 2.7, 3.7, 3.9.3, 3.9.4, 5.3, 5.8.	Dunker
18.1 Objective. Coordinate existing and new workforce development services with programs and services at all WITCC campuses and centers. *Strategy. Develop a new 'identity' and marketing materials for college workforce development services.* *Strategy. Expand the services and presence of workforce development in rural communities.*			
18.2 Objective. Strengthen the WITCC relationship with the local Workforce Development Center. (Note: Once the Workforce Investment Act takes effect July 1, 2000, additional strategies will be developed for Objectives 25.2 and 25.3.)			
18.3 Objective. Seek and develop training opportunities to serve Workforce Development staff in the northwest section of Iowa.			

	Mission	NCA Criteria	Responsible
Fiscal Management, Resource Development, and Facilities			
19 Goal. Increase financial support through the development of new sources of funding	1.11, 2.8.	1.1, 2.11, 4.1, 4.6	Dunker
19.1 OBJECTIVE. Develop and implement a marketing plan for planned gifts in support of the WITCC Foundation.			
Strategy. Identify more than fifty (50) prospective internal and external donors.			
Strategy. Employ a major gifts consultant.			
Strategy. Begin cultivation activities (seminars, luncheons, events, personal visits).			
19.2 OBJECTIVE. Plan and implement a feasibility study for a major gifts campaign.			
Strategy. Conduct study during the third quarter of 2001.			
19.3 OBJECTIVE. Cultivate more involvement and support from WITCC alumni.			
Strategy. Update alumni database.			
Strategy. Review and improve alumni communications.			
Strategy. Determine and implement more opportunities for alumni involvement though contributions and volunteer support.			
20 Goal. Provide an effective administrative system that links budgeting and planning.	1.11, 2.7, 2.8.	1.1, 1.3, 2.2, 2.4, 2.12, 4.1, 4.4.	Jasman
20.1 OBJECTIVE. Develop additional management reports (i.e. variance reporting, labor distribution, etc.)			
Strategy. Identify group of budget officers to assist in determining new reports desired.			
Strategy. Establish new user-friendly reports that provide the college budget officers with the information needed to help them manage their areas of responsibility.			
20.2 OBJECTIVE. Develop a planning process that precedes the budget development process.			
Strategy. Establish a written schedule for development of the budget that will be integrated with other college planning activities (e.g., strategic planning).			
20.3 OBJECTIVE. Provide fiscal support for efforts that impact accepted performance indicators.			
Strategy. Review existing budget to determine if resources may be re-allocated college-wide and develop guidelines for budget re-allocations.			

	Mission	NCA Criteria	Responsible
20.4 Objective. Establish supplemental funding for faculty & assessment initiatives that improve instructional efficiency and effectiveness.			
Strategy. Evaluate current use of funds and work with departments to improve process with current level of funding.			
21 Goal. Provide educational facilities conducive to a positive teaching-learning environment.	1.1, 1.6, 1.10, 2.3, 2.8	2.4, 2.8, 2.11, 3.6, 4.1, 4.6.	Dunker & Letcher
21.1 Objective. Develop plans for a High-Tech Information Technology Center on campus.			
Strategy. Include academic administrators and faculty in the planning process to identify programs with similar equipment and pedagogical needs that can be located in the Center.			
Strategy. Establish a Center of Excellence for high tech programs which includes equipment, an endowed faculty chair, and enhanced faculty training and development. (e.g., Electronics, Mechanical Engineering and Architectural Drafting).			
Strategy. Develop an exchange or expert-in-residence program for short-term faculty training.			
Strategy. Develop partnerships with area businesses.			
21.2 Objective. Continue the planning process to upgrade the existing campus buildings to support and enhance instruction.			
Strategy. Utilize existing processes (instructional program review, institutional effectiveness, and student outcomes assessment) to identify needed facility upgrades and improvements.			
Strategy. Establish and annual review process to identify and prioritize facility needs for instructional and support programs.			
22 Goal. Provide the infrastructure, equipment, technical support and training necessary to make education technology accessible and useful for faculty, staff and students.	1.10, 1.11, 2.8.	2.10, 2.11, 3.6, 4.1, 4.6.	Kurtz
22.1 Objective. Review access to services and equipment to make sure that needs are being met with particular focus on providing for faculty access to technology outside of regular office hours.			
Strategy. Conduct services satisfaction evaluations and coordinate those results with a needs assessment of faculty, staff and students.			
Strategy. Establish a structured inventory system to track equipment details and movements. .			
Strategy. Scan other environments to assess future trends, new methods of technical delivery and other technical capabilities.			

	Mission	NCA Criteria	Responsible
Global Citizenship & Educational Partnerships			
23 Goal. Expand global education activities to create opportunities for international educational partnerships and improve cultural diversity.	1.6, 1.7, 1.9, 2.1, 2.4, 2.6.	1.6, 3.1.2, 3.1.3, 3.1.4, 3.6, 3.8, 5.3.	Weihe
23.1 Objective. Promote and support faculty/student study abroad.			
Strategy. Promote Cambridge Study Abroad program; support student with designated scholarship for participating in studies abroad.			
Strategy. Develop policy to support international educational opportunities for faculty.			
23.2 Objective. Form partnerships with colleges in other countries.			
Strategy. Respond to RFP from African Development Bank: Egypt *to provide US based training for Egyptian vocational teachers.*			
Strategy. Respond to a minimum of three RFA's/RFP'S from the US-AID web site for partnership opportunities that are appropriate for WITCC participation.			
Strategy. Invite delegations representing educational systems of other countries to include WITCC in their travel agenda.			
23.3 Objective. Form community partnerships to complement global education activities.			
Strategy. Utilize the Title VI-B project to involve the Sioux City Chamber of Commerce, Iowa Department of Economic Development, and WITCC Business Occupations faculty.			
24 Goal. Infuse global education perspectives into all courses and programs.	1.1, 1.2, 1.5, 1.9, 2.1, 2.4, 2.6.	1.6, 3.1, 3.1.2, 3.1.3, 3.1.4, 3.9.4.	Fick
24.1 Objective Internationalize the curriculum.			
Strategy. Use the Title VI-B grant as a catalyst to internationalize the business curriculum.			
Strategy. Develop a multicultural studies course			
Strategy. Incorporate international components into general education courses.			
24.2 Objective. Expand outreach to ethnic populations.			
Strategy. Establish a multicultural club.			
Strategy. Increase campus activities which develop awareness and appreciation for global issues.			

	Mission	NCA Criteria	Responsible
25 Goal. Develop partnerships, share resources, and enhance articulation with secondary schools and institutions of higher education.	1.2, 1.6, 2.1, 2.7.	5.5, 5.6, 5.7	Fick
25.1 Objective. Facilitate relationships between WITCC faculty and faculty at other educational institutions.			
Strategy. Support faculty participation in articulation meetings.			
25.2 Objective. Research feasibility of shared course offerings using alternative delivery systems.			
Strategy. Develop a shared course offering model.			
Strategy. Develop partnerships relevant to the newly developed shared course offering model.			
25.3 Objective. Develop relationships with secondary schools to enhance articulation and transfer.			
Strategy. Facilitate use of career interest inventories in secondary schools.			
Strategy. Facilitate use of CPT in areas schools for grades 10-12.			

Strategic Plan: 2000-2003

Contributed By:
Western Iowa Tech Community College

Reviewer's Comments:

Process _____

Transfer to _____

Reject _____